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Accepted	The factor is some what flexible i.e. two additional programmers are available if the plan requires it.
Access	To gain entry into, or to instruct or communicate with, the logical, arithmetical, or memory function resources of a computer, computer system, or computer network.
Acquisition Process	The process of acquiring personnel/goods/services for new or existing work within the general definitions of contracts requiring an offer and acceptance, consideration, lawful subject matter and competent parties.
Acronym	A cryptic name for a project, program or sponsor based on the first letters of the words in a project name.
Action Item	An important item which needs to be addressed or accomplished outside of or in addition to the WBS. Normally requiring a small amount of effort.
Action Item Control	A process that provides a mechanism to document and track action items that arise during project planning and execution.
Action Item Status	A list of action items, including a description, point of contact, and dates of action and resolution.
Active Project	A project that is in progress.
Activity Description	A name that easily identifies an activity or task.
Activity(ies)	A task or series of tasks performed over a defined period of time.
Actual Cost of Work Performed (ACWP)	The direct costs actually incurred and the indirect costs applied in accomplishing the work performed within a given time period.
Actual Finish Date	The calendar date work actually ended on an activity. It must be equal to or after the start date.
Actual Start Date	The calendar date work actually began on an activity. It must be prior to or equal to the finish date.
Agency	Used to define a general state organizational level consisting of the Agency and Departments interchangeably. Reference to Agency (with a capital “A”) is used for reference to a specific Agency or to that specific organizational level.
Algorithm	A general term used to refer to a mathematical formula or processing routine that, based on parameters, performs a set calculation(s) or performs a specific set of tasks.
Alternative Analysis	Breaking down a complex scope situation for the purpose of generating and evaluating different solutions and approaches.

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Alternatives	Identification of other approaches or solutions and the impact of tradeoffs to attain the objectives.
Analysis	The study and examination of something complex and the separation into its more simple components. Analysis typically includes discovering not only what are the parts of the item being studied, but also how they fit together. An example is the study of schedule variances for cause, impact, corrective action, and results.
Approve	To accept as satisfactory. Approval implies that the item approved has the endorsement of the approving entity. The approval may still require confirmation by somebody else, as in levels of approval. In management use, the important distinction is between approve and authorize. See authorization.
Assumptions	Factors that for planning purposes will be considered to be true, real or certain. Stakeholders must be aware of and agree to these assumptions or it may result in a variance in expectations.
Audits	A planned and documented activity performed by qualified personnel to determine by investigation, examination, or evaluation of objective evidence, the adequacy and compliance with established procedures, or the applicable documents, and potentially the effectiveness of a project.
Authorization	The power granted by management to specified individuals allowing them to approve transactions, procedures, or total systems such as the Steering Committee delegating approval of deliverables to certain users or user groups.
Authorized Work	An effort that has been approved by higher authority and may or may not be defined.
Baseline	Management plan and/or scope document fixed at a specific point in time in the project life cycle. Each project is baselined at least once at the beginning. As a project evolves, it may be re-baselined.
Breakdown	Identification of the smallest activities or tasks within a higher level activity. Within a Project Plan, we develop a Work Breakdown Structure by breaking the task down to the Work Assignment level.
Budget	Refers to an estimate of funds, assets and/or resources planned to cover a program or project.
Budgeted Cost for Work Performed (BCWP)	The sum of the budgets for completed activities, and allocated budgets for completed portions of open activities, plus the appropriate portion of the budgets for level of effort and apportioned effort. Also known as "Earned Value".
Budgeted Cost for Work Scheduled (BCWS)	The sums of the budget for all activities, planning activities, etc., scheduled to be accomplished (including in-process activities), plus the amount of level of effort and apportioned effort scheduled to be accomplished within a given task period. Also known as the plan.

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Budgeting	Part of the planning function and control mechanism for a project.
Burdened Cost	Total employee costs including salary, benefits, vacations, sick days, etc. Sometimes referred to as loaded rate.
Burn Rate	The number which represents the average cost of the project by hour, day or week.
Business Case	The primary deliverable from the Initiating process group. It documents the program charter, the high-level plan for solving the documented business problem and a planning budget used to determine the merits of moving forward.
Calendar	The calendar used in developing a project plan. This calendar identifies project work days and can be altered to define the work week.
Calendar Unit	The smallest unit of the calendar produced. This unit is generally in hours, days, or weeks; it can also be grouped in shifts.
CCB / Change Control Board	Change Control Board is to approve changes at a level established by the Steering Committee. The Board should consist of the Change Manager, key technical and management staff from the project team, representation from executive management, stakeholders, and user communities.
Change	A modification in any of the project characteristics, usually referring to specifications.
Change Control	The process of controlling, documenting, and storing the changes to control items. This includes proposing the change, evaluating it, approving or rejecting it, scheduling it and tracking it. Change control normally addresses modification to project scope or product scope.
Change in Scope	A change in objectives, specifications, work plan, cost or schedule that results in a material difference from the terms of previously granted approval to proceed.
Change Management Process	A set of tasks or procedures established to ensure that project performance is measured to the baseline and changes are reviewed, approved or rejected, and the baseline updated.
Close-out Process	The final process group within the PM methodology life cycle. It begins when all activities are complete and final user sign-offs are secured. This process includes the Lessons Learned session, the creation of the PIER, celebrating success and archiving project records.
Completed Activity	An activity with an actual finish date and no remaining work to be done.
Computer Network	Any system that provides communication among one or more computer systems and input/output devices including, but not limited to, display terminals and printers connected by telecommunication facilities.

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Concept Phase	See Project Initiating.
Conceptual Design	A process of defining and documenting the best approach to achieve project objectives.
Conceptual Project Planning	The process of developing broad-scope project documentation from which the technical requirements, estimates, schedules, control procedures, and effective project management will all flow. Conceptual project planning occurs during the Initiating process to develop budget-level estimates of the cost of a program.
Configuration Management	Processes including procedures and tools to control project deliverable(s) in terms of release and revision. A system of procedures that monitors emerging project scope against the scope baseline. Requires documentation and management approval on any change to the baseline.
Conflict Resolution or Management	The process of seeking a solution to an organizational or personnel problem. Five methods in particular, that have been proven successful, are confrontation, compromise, smoothing, forcing, and withdrawal.
Consensus (JAD)	When applied to Joint Application Development, the agreement to support the decision of the groups.
Constrained	The factor (time, budget, staffing) can not be changed or is severely limited. e.g. the project must be done before Jan 1st. In this example, the schedule is constrained.
Contingencies	Specific provisions for unforeseeable elements of cost and schedule within the defined project.
Contingency Plan	A plan that identifies alternate activities and strategies in the event that a significant *planned* risk occurs. It is considered part of risk management. Contingency Plans are developed within the Risk Planning portion of the Project Planning process. Contingency Plans are an example of Risk Mitigation.
Contract	A binding agreement to acquire goods and/or services in support of a project. Different types of contracts are used to balance the effects of costs and risks.
Control Item	A project element that is considered a unit for the purpose of configuration management. This includes such items as software modules, versions of software systems, the project design document and the project plans.
Control System	A mechanism that reacts to the current project status in order to ensure accomplishment of project objectives. See Controls / Project Controls.
Controls, Project Controls	Processes used during project execution to ensure that the project activities progress according to the Project Plan; and that deliverables are produced on schedule; and that the Plan does not change without the approval of the Steering Committee.

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Corrective Action Plan	Action necessary to correct variance from the project plan. This directive is the result of the tracking and review process. Contingency Plans and Workarounds are examples of Corrective Action Plans.
Cost Budgeting	The process of establishing budgets, standards, and a monitoring system by which the investment costs of the project can be measured and managed.
Cost Estimates	The project's economic budget for labor, hours, equipment, risks, etc.
Cost Factors	The list of items which must be funded to accomplish the goals and objectives of the project.
Cost Performance Index (CPI)	The value earned for every measurable unit of actual cost expended. CPI = BCWP/ACWP
Cost Variance (CV)	The numerical difference between earned value (BCWP) and actual costs (ACWP).
Cost/Schedule Impact Analysis (CSIA)	The process followed to determine the cost and/or schedule impact of a specific change to the project or product scope.
Crashing	Implementing an alternative series of tasks to accomplish a specific objective. Often done to get a project back on schedule. Crashing generally raises the overall cost of the project.
Critical Activity	Any activity on a critical path.
Critical Path	A sequential path of activities in a network schedule that represents or establishes the duration of a project. Any slippage of the tasks in the critical path increases the duration of the project unless corrective actions are implemented. The set of activities in a network diagram created using the Critical Path Method of diagramming that have no float or free float. The set of tasks in a network diagram created using the Predecessor Diagramming Method that are all linked with a predecessor / successor relationship except for the first one.
CSIA	See: Cost Schedule Impact Analysis
Critical Path Method (CPM)	A scheduling technique that uses precedence diagrams for graphic display of the work plan. The charts are referred to as network diagrams.
Critical Path Network (CPN)	A plan for the execution of a project that consists of activities and their logical relationships to one another.

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Critical Ratio	The product of the CPI and the SPI. As a rule of thumb, if the critical ratio is between .9 and 1.2, the task or group of task being analyzed is probably OK. Critical Ratio = CPI X SPI
Critical Success Factors	A description of factors necessary to ensure a successful project.
Current Estimate	Forecast of start and finish dates, hours of effort, and cost, which is made at any point in time after the baseline start date has passed.
Dashboard Reporting	A style of project progress reporting that incorporates simple charts and colors as a means of communicating complex information. Green represents a factor that is progressing well. Yellow represents a factor that is approaching a situation that may require attention. Red represents a factor that is a high risk to the project and should receive the focus of project management.
Decomposing (Decomposition)	The process of breaking down activities to a manageable level, usually to a timeframe of 8 to 80 hours. This level of detail is referred to as the Work Assignment level of detail.
Deflection	The act of transferring all or part of a risk to another party, usually by some form of contract.
Deliverable(s)	A report or tangible product of one or more tasks that satisfy one or more objectives of the project.
Development Strategy	A description of the project's technical strategy, i.e. architecture, technical approach, etc.
Discrete Activity	A task that has a deliverable, is measurable, and has a definite start and finish. A low-level task on the Work Breakdown Structure would be an example of a discrete activity.
Earned Value (EV)	This is a mathematical calculation used to estimate what you got for the dollars spent and the time expended. See Budgeted Cost of Work Performed.
Economic Analysis	The process of establishing the value of a project or program in relation to other standards or benchmarks such as pay-back or cost / benefits analysis. This process would include the comparison of the value of one program to another program to determine where best to expend resources.
Elapsed Days	Elapsed number of calendar working days for any given task, group of tasks or project.
Enterprise Projects	See Program.

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Estimate	An evaluation of all the costs of the elements of a project or effort as defined by an agreed-upon scope.
Estimated Cost at Completion (EAC)	The value (expressed in dollars and/or hours) which represents a realistic appraisal of the cost of the project once it is completed. It takes into consideration actual cost, plus projected cost, and is an assessment of the total project effort. EACs can also be prepared for a single task or any single set of tasks.
Estimated to Complete (ETC)	The remaining costs to be incurred to satisfy the complete scope of a project at a specific date. The difference between the cost to date and the forecasted final cost. ETC can also be expressed for a single task or any single set of tasks.
Event	An identifiable single point in time on a project.
Exception Reporting	The process of documenting those situations where there are significant deviations from the specifications of a project. The assumption is made that the project will be developed within established boundaries. When the process falls outside of those boundaries, a report is made on why this deviation occurred.
Execution Process Group	It is used in this Framework to define a general stage of a project after startup and before closeout. It is the phase of work where the development team produces the primary project deliverables.
Fast Tracking	The process of overlapping critical path tasks to attempt to get the project back on schedule after the schedule has slipped. Fast-tracking typically raises project risks.
Feasibility	The assessment of capability or reasonableness of being completed, including the possibility and probability.
Feasibility Study	The methods and techniques used to examine technical and cost data to determine the economic potential and the practicality of a project or program.
Feedback	Information (data) extracted from a process or situation which is used in controlling (directly) or in planning future activities.
Firewall	Security provided by software and hardware to control access methods to a computer system or network, to guard against unauthorized users introduction of contaminants to the system.
Framework	A device used to define the basic structure of materials according to an overall concept of planning and managing. It includes policies, required processes, and their interrelationship. For example, Project Planning takes place in a framework of guidelines and defined processes.
Functional Requirements	What the system's products should provide typically defined from the user's point of view.

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GANTT Chart	Graphic representation of a project schedule that shows each task as a bar whose length is proportional to its duration. The bars appear in rows and indicate the task's start and end times.
Gap Analysis	A detailed analysis of the reasons that actual results (sometimes referred to as actuals) differ from the Project Plan.
Goal	A concise statement, usually one paragraph, summarizing what the project is about and what it will accomplish. The Program Goal is defined within the Program Charter. Each Project Goal is defined within the Project Charter.
Guideline(s)	Used to define a collection of steps that are recommendations to be followed to meet a stated policy(s).
Improved	A project factor that is very flexible. e.g. when initially developing the plan, the project has no specific deadline, therefore the schedule is said to be improved. Factors in this case include such things as resources, schedule and scope.
Independent Project Oversight	A process that employs a variety of quality control, inspection, testing measurement, and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight.
Independent Validation and Verification (IV&V)	The efforts of an independent team that does not report through the project management reporting chain. It evaluates a product at the end of the development process to determine whether it satisfies specified requirements, or whether the products of a given development phase, satisfy the conditions imposed at the start of that phase.
Initial Risk Identification	The process of identifying and documenting risks that might impact a project. See Risk.
Initiation	See: Project Initiation
Installation	A description of the project's method of transition to production, e.g. phased cutover, single cutover, etc.
Internet Access	All access from personal computers to the Internet, including e-mail, Web browsers, File Transfer Protocol (FTP) clients and other commonly used internet programs.
Intranet	A network entirely within a department or company, providing communications and access to information, similarly to the Internet, with Web pages, etc., for internal use only.

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Issue	A major question or item of research, which needs to be assigned, tracked and resolved. After resolution, issues can often become change requests. Issues are part of the Configuration Management process.
Issue Control	A process that provides a mechanism to document, research and resolve issues that arise during project planning and execution.
ITAB	Information Technology Advisory Board. A board made up of senior IT management from a wide range of state agencies that meet to establish common IT policies.
Iterative	Repeating a process or design until all questions, issues, objectives are resolved and the product is approved.
JAD	Joint Application Development or Joint Application Design. A method of gathering information in a group situation. The information can be used to solve a problem, complete a design, describe requirements or accomplish other similar kinds of objectives. It requires careful planning and preparation to be successful. It should include a facilitator and scribe.
Joint Application Develoment or Design	See JAD.
LAN	Local area network is a means by which multiple workstations and/or servers interconnect to share common peripheral devices and data with a single location.
Leadership	The way in which the project manager influences the project team to behave in a manner that will facilitate project goal achievement.
Level of Effort (LOE)	Work within a project that cannot be effectively associated with a definable end product or deliverable. It is measured in terms of resources actually consumed within a given time period, e.g. project manager time, Steering Committee time. For the purposes of calculating Earned Value, LOE tasks are generally considered on budget and on schedule.
Life Cycle Costing	The concept of including all costs within the total project from initiating through startup, implementation, operations, and dismantling. It is used for making decisions between alternatives and expresses the total cost of ownership of a system.
Management Styles	Refers to a series of styles that a manager may elect to use to lead and motivate a team. Some specific styles are: authoritarian, combative, conciliatory, disruptive, ethical, facilitating, intimidating, judicial, promotional, and secretive.
Mean	The sum of the values in the data group divided by the number of values. Sometimes referred to as the arithmetic average.

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Median	The median of a group of items is the value of the middle item when all the items in the group are arranged in either ascending or descending order, in terms of value.
Method	The manner or way in which work is done. When formalized into a prescribed manner of performing specified work, a method becomes a procedure.
Methodology	Used to define the processes, policies, and guidelines that are included as part of the framework for project management.
Milestone	A significant event in the project (key item or key event). Milestones are usually events that are used to determine if the project is on schedule. Milestones are normally on the critical path.
Mitigation	The act of defining strategies in terms of scope, budget, schedule, or quality, in order to reduce risk on the project.
Mode	The value which occurs most frequently in a set of values.
Monitoring, Project Monitoring	The analysis and reporting of actual performance compared to planned performance using the outputs of tracking activities.
Network Diagram	A schematic display of the sequential and logical relationships of the activities that comprise the project.
Networking	The exchange of information or services among individuals, groups, or institutions.
Node	One of the defining points of a network; in a network diagram, it is a junction point joined to some or all of the others by dependency lines.
Non-Conformance	A deficiency in characteristics, documentation, or procedure that renders the quality of material/service unacceptable or indeterminate. A term used in Quality Control.
Objectives	The Objectives further reflect the Goal, but provide more detail for the things you hope to accomplish with the program or project. Objectives can be time related or function related or both. They can be strategic or tactical or both. They can be enterprise related or program related or both. Short-term objectives are those which need to be accomplished by the end of the program or project. Long-term objectives go beyond the end of the program or project. Objectives are defined within the Program and Project Charters.
Order of Magnitude	This is an approximate estimate made without detailed data, that is usually produced from cost data. This type of estimate is used during the formative stages of an expenditure program for initial evaluation of the project.

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Organizational Politics	The informal process by which personal friendships, loyalties, and enemies are used in an attempt to gain an advantage in influencing project decisions.
Patch	An unscheduled quick fix required to correct a program malfunction.
Path	The continuous, linear series of connected activities through a network.
PERT Chart	This charting technique is typically done to crisply communicate the project's critical path. PERT is an acronym that stands for Program Evaluation and Review Technique. PERT processes also incorporate statistical techniques which can be used to estimate the range of potential costs and timeframes of any given project.
Phase	A group of related tasks culminating in the production of a major deliverable. Projects can be comprised of phases, to be accomplished over time, or a project can be a single phase.
PIER	Post Implementation Evaluation Report. A report generated during Close-out activities describing the primary activities of a project. It is used to improve the quality of plans for future projects.
Planning Process Group	The set of activities where the actual Project Plan is created by the Planning team. Within the Planning Process, items such as the WBS, Schedule and Risk Management Plan are created. The Plan is reviewed and signed-off by the Steering Committee.
Policy	As it relates to project management, a policy is a succinct statement that gives instruction in the implementation of projects. Policies are high-level, overall statements that do not dedicate specific procedural steps or processes. Policies are issued for guidance and direction where uniformity of action is essential.
Portfolio	A portfolio is a collection of projects and/or programs and/or other work that are grouped together to facilitate effective management of that work to meet strategic objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related.
Priority	The imposed sequences desired with respect to the scheduling of activities within previously imposed constraints. For example, risks should be prioritized based on the potential impact on the project.
Procedure	Used to define a collection of steps that the organization is responsible for implementing to ensure that policies and process requirements are met.
Process	The set of activities by means of which an output is achieved.
Product	General terms used to define the end result of a project delivered to a customer. Sometimes referred to as a deliverable.

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Product Scope The scope related to the definition of the ultimate product for which the project was initiated. The product scope is first defined in the Project Requirements /Traceability Table part of the Project Plan. This document is then normally expanded within a project by defining detailed product specifications. A good product scope definition should include discrete requirements that can ultimately be tested as true or false within some type of acceptance testing process.

Program A program is a series of related projects that collectively solve a set of business problems by the accomplishment of program goals, objectives and success factors. A small program might involve only one project. A large program, sometimes called an Enterprise Project, might involve many different projects. . According to PMBOK, a program is a group of projects managed in a coordinated way to obtain benefits not available from managing them individually.

Progress Report A report comparing current project status against the baseline. See Status Report.

Project A temporary process, which has a clearly defined start and end time, a set of tasks and a budget, that is developed to solve a well-defined goal or objectives. According to PMBOK, a project is a temporary endeavor undertaken to create a unique product, service, or result.

Project Budget See *Budget.*

Project Categorization A process of classifying projects into different categories according to size, risk, impact or pay-back. This is normally done after Project Initiation and development of the Business Case.

Project Change An approved change to project work content caused by scope of work change or a special circumstance on the project.

Project Close-Out A process that provides for acceptance of the project by the project Steering Committee, completion of various project records, final revision and issue of documentation, and the retention of essential project documentation through the archiving process.

Project Database The files of a project. These files can be both manual and automated. The database should be established in Start-up and archived in Close-out.

Project Definition The definition of what is expected to be obtained for the effort expended.

Project Duration The elapsed time expressed in calendar working days, weeks or months from project start date to project finish date.

Project Initiation A process that occurs at the very beginning of project planning. It is usually done at a very high level within the organization. It is the process of defining a problem and general approach for solving the business problem. The primary purpose of the initiating process is to determine if the project or program is worth supporting and warrants further expenditures. The primary output is a Business Case.

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Project Library	The collection of automated and manual files and reports used to plan, manage and control a project.
Project Life Cycle	A collection of phases through which any project passes. Note that the number of phases and the breakdown are dependent on the methodology being used. For example, a typical waterfall life cycle has either 4 or 6 phases.
Project Management (PM)	The processes of directing and coordinating human and material resources throughout the life of a project by using management techniques to achieve predetermined objectives of scope, cost, time, quality, and participant satisfaction. PM can also be defined as the process of directing the activities associated with executing a project while controlling limited resources efficiently and effectively ensuring that the end goal is successfully achieved.
Project Manager	The individual appointed and given primary responsibility for management of the project. The PM has overall responsibility of the quality of the project deliverables. See Project Management.
Project Oversight	A process that employs a variety of quality control, inspection, testing, measurement and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight. (Same as Independent Project Oversight).
Project Executive Overview	A summary of the project's charter, activities, deliverables and schedule.
Project Plan	Sometimes referred to as a Project Management Plan. A management document that gives the essentials of a specific project in terms of its objectives, justification, and how the objectives are to be achieved. It should describe how all the major activities under each project management function are to be accomplished, including that of overall project control. The Project Plan will evolve through the planning process. It is used to direct all activities during project execution.
Project Planning	The process of developing a Project Plan.
Project Schedule	A graphical representation of predicted tasks, milestones, dependencies, resource requirements, task duration, and deadlines. A WBS that includes start dates and end dates for each task is technically the minimum components of a Project Schedule.

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Project Scope	The scope of work activities defined in a Project Plan and approved by the Steering Committee. The project scope is initially defined in the Project Charter. It is then further defined in the WBS, Activity List and Project Schedule. It is a description of the work to be completed during project execution.
Project Sponsor	The Project Sponsor (PS) is generally the key executive user related to the project. The PS should approve the project plan, help gain funding, ensure the project has adequate resources, and interface to other members of management team. The PS is generally a member of the Steering Committee.
Project Summary	Defines the estimated cost and duration of the project. It also includes contact information for major project stakeholders. It is part of the Project Plan.
Project Tasks (Activities)	See Tasks and Activities.
Quality	A composite of attributes (including performance features and characteristics) of the product and process required to satisfactorily complete the project.
Quality Assurance	A planned and systematic means for assuring management that defined standards, practices, procedures, and methods are being used within a project. QA focuses on the processes used by the project team and is accomplished through project audits.
Quality Control	A collection of quality policies, plans, procedures, specifications, and requirements focused on the quality of the final deliverables or products being produced by the project team. Within IT projects, it is primarily accomplished through a series of tests.
Recovery Plan	A plan created during project execution that is used to recover a project that has encountered major problems. It should recover the problem quickly and limit damage and should protect the overall integrity of the project charter. It should be tracked using the Exception Reporting guidelines.
Relative Priority	See Priority.
Release	Making available a part of a product that delivers functionality or value to the customer. It may be software or a document. A Release typically refers to a single version of a product which is expected to be finally delivered after several versions.
Required Process	Process which defines a specific course of action that is mandated by policy.
Required Skills	The ability and knowledge necessary to perform work tasks. Skills analysis in done first in the Initiating process and is refined in the Planning process.

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Requirements	A description of product functions that collectively satisfy the overall goals, objectives and success factors of the Project Charter. Requirments typically include both functional and technical characteristics.
Resource	Something that is available for use or that can be drawn upon for work and the production of project deliverables. Resources can be personnel, buildings, equipment, or any other type of asset.
Resource Loading Profiles	Detailed staffing plan including number of FTE or personnel by type over the timeframe of the project. It can be graphed and is then referred to as a Staffing Profile. It can be prepared for any sub-group of team members such as internal staff or consultants.
Resource Planning	The identification of resource components required to complete the project.
Reviewing, Project Reviewing	The focus of project reviews or project reviewing is to ensure that project information is being shared, communicated and evaluated by a variety of stakeholders. Where tracking and monitoring focus on capturing data and reporting actual progress performance, reviewing focuses on sharing that data.
Risk	Any factor that potentially can jeopardize the successful completion of a project. Anything that could keep the project from coming in on schedule, on budget or could keep the project from accomplishing its goals and objectives as defined in the Project Charter.
Risk Analysis	Systematically determining the impact of identified risks on the project. It includes determining the severity and probability of project risks. It is usually accompanied by related assumptions.
Risk Assessment	Same as Risk Analysis.
Risk Event	The description of what might happen when a risk occurs. Or, the description of the identified risk.
Risk Management	The art and science of identifying, analyzing, and responding to risk factors throughout the life of a project. Its purpose is either to prevent risks from occurring or mitigating their impact if they do occur.
Risk Mitigation	The act of revising the project's scope, budget, schedule, or product specifications in order to reduce risk on the project.
Risk Probability	The likelihood a risk event will occur. It is typically stated as a percentage. It is used in calculations as a number between 0 and 1. From a practical perspective, risk are usually said to be between 5% and 50% likelihood of occurring.
Roll Out	A term often used to describe the portion of the SDLC where the IT deliverables, e.g. hardware, software, networks, etc., are implemented throughout the organization.

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Schedule	See Project Schedule.
Schedule Performance Index (SPI)	The SPI is calculated by dividing BCWP by BCWS. The SPI represents the schedule efficiency of work performed. Or, stated another way, it represents the amount of work earned for each hour of scheduled activity.
Schedule Update	Revision of the schedule to reflect the most current scope, timeframe, deliverables and requirements. After revision, we often refer to the new schedule as the current baseline plan.
Schedule Variance (SV)	The numerical difference between Earned Value (BCWP) and the Budget Plan (BCWS).
Scheduling Tools	Tools that support the scheduling, tracking and monitoring efforts of a project. These tools often incorporate automated systems, but also include the charts, diagrams and reports generated by the automated tools.
Scope of Work	A narrative description of the work to be accomplished, deliverables to be produced or processes to be followed. Often referred to as Project Scope or Statement of Work (SOW).
SDLC	System Development Life Cycle. Processes used to describe to buy, build, acquire, and install automated systems and processes. Other industries or processes use different Life Cycle methodologies.
SOW	Statement of Work, see Scope of Work.
Sponsor	Customer representative responsible for sponsoring the project and sometimes responsible for selling the project to others in order to secure funding. The Sponsor is normally the stakeholder who has the largest vested interest in the success of the project.
Stakeholders	Individuals or organizational entities whose stake in the project is sufficient for them to attempt to play a role in affecting the outcome of the project.
Standard Deviation	A measure of dispersion that is expressed in the same units as the original variants and the mean. It is expressed arithmetically as the square root of Variance. See Variance. For a distribution of outcomes that is normally distributed, 1 standard distribution includes 68.3% of all the possible outcomes, 2 SD is 95.4% of all possible outcomes and 3 SD = 99.7% of all possible outcomes.
Standards	Set of criteria used to accomplish a specific task and describe what the finished product should be.
Standards Template	Set of project planning guideline patterns to select from.
Start-up	The set of activities which occurs after Planning is complete during which the project is baselined and resources are committed. Funding normally precedes Start-up. As Start-up activities are completed, the project transitions into the Execution process.

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Status	The condition of the project at a specific point in time. The status is always stated in reference to where it should be as defined in the Project Plan.
Status Report	A collection of reports produced at pre-defined intervals to provide Status information on the project.
Status Report Package	All of the documents that comprise a Status Report. It is normally comprised of the Project Status form and all of the updated Turnaround documents.
Steering Committee	The group of senior level people within an organization that provides high-level oversight and direction to a project. The Project Manager reports to the Steering Committee. The Steering Committee assumes overall responsibility for addressing project risks based on the judgment of the members and recommendations of the Project Manager. They are responsible for approving the Project Plan and the Project Deliverables. They also determine when the project is complete.
Strategy	A framework of choices that determine the activities and resources needed to attain the project's goals and objectives.
Success Factors	The criteria used to determine if the objectives were accomplished. Short-term success factors are used to determine if the project is complete. Long-term success factors are used to determine if the project was successful.
System	A methodical assembly of actions or things forming a logical and connected scheme or sequence of tasks, calculations, reports, and data access. Systems are always accompanied by user processes. Implementing these processes sometimes involves personnel training activities.
System Development Life Cycle	See SDLC.
Task	An activity, or series of activities, which are necessary to accomplish the project objectives. Tasks are broken down or decomposed into finer detail until the point at which a Work Assignment can be developed. The project cost is then developed by calculating the cumulative cost of all the Work Assignments.
Task Analysis	A process used to define the efforts, issues and cost associated with a complex task or the development of a deliverable.
Team Building	The process of influencing a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the good of the project, such that their team will accomplish more than the sum of their individual efforts could otherwise achieve.
Team Member	The individuals, reporting either part time or full time to the project, who are responsible for some aspect of the project's deliverables.

Appendix A

Glossary

Technical Project Oversight	The processes by which project management and users evaluate a design and development product to determine whether it satisfies specified requirements, and whether the products of a given development phase satisfy the conditions imposed at the start of that phase. This evaluation is a process separate from the actual project execution activities, and status is reported external to the project.
Technical Specifications	Documentation that describes or specifies the framework on which goods and services will be supplied. Generally, in relation to IT, technical specifications are those related to computer architecture, database, operating system, communication protocols, etc.
Turnaround Document	A document created as part of the original Project Plan and is updated throughout the execution process to reflect progress against the Plan. It would be included in the Status Report packet. The Project Schedule is an example of a Turnaround Document.
Variance	Any actual deviation from an intended or budgeted figure or plan. A variance can be a difference between intended and actual time. Any difference between the projected duration for an activity and the actual duration of the activity. Also, the difference between projected start and finish dates and actual or revised start and finish dates. As it relates to the study of statistics and probability, variance is the average of all of the squared deviations from the mean. It is a measure of dispersion. Standard deviation is the square root of variance. See Standard Deviation.
Version	Represents a major addition in functionality and/or the look or use of a product.
Version Control	A process used to control the release and installation of versions of developed software, purchased software, test systems or potentially any deliverable produced by the development team. This includes recording and saving each release and documenting the differences between the releases.
WAN	Wide area network is a means by which multiple workstations and/or servers interconnect to share common peripheral devices and data with multiple locations.
Work Breakdown Structure (WBS)	A division of tasks that define, organize, and display the work to be accomplished to achieve the specified product or services.
Workaround	A management response to *an unplanned* risk event. Distinguished from a contingency plan in that a workaround is not planned in advance of the occurrence of the risk event.
Work Days	Days that are valid working days for the project team. For example, Monday through Friday excluding holidays would be normal work days.
Work Packages	The descriptions of work to be accomplished within a given task. Theses

	work packages are given to individuals who are then accountable.
Work Product Identification (WPI)	A report, which identifies the deliverables to be produced during a project. The report is part of the project plan but is also included as a part of each status report package.
Work Unit	A calendar time unit when work may be performed on an activity, i.e. hour, day, week.